



tvo

Annual Report  
2017-18

Ontario Educational Communications Authority



tvvo



**Igniting potential for  
a brighter future...**

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# A Message from the Chair of the Board of Directors and the CEO



**Peter O'Brian**  
Chair of the Board of Directors

## Igniting Potential

At TVO, we believe learning has the power to ignite potential – and change the world. For more than 48 years, TVO has sparked powerful, life-changing moments of learning, big and small. In a world that is constantly changing, TVO remains a trusted source of information, perspective, and innovative educational content. We believe that technology can be used for good, and are committed to applying the power of digital to empower learners from across Ontario.



**Lisa de Wilde**  
Chief Executive Officer

As we close out an ambitious five-year plan that leveraged technology to deliver high-quality learning opportunities and build an informed citizenry, TVO has transformed from an educational broadcaster to a digital learning organization. This year, TVO's unique value was recognized in a review commissioned by the Ministry of Education and the Treasury Board Secretariat, which concluded that "TVO's mandate continues to be relevant, that its internal operations and activities contribute to the agency's ability to fulfill the mandate and that these functions are best performed by TVO."

## The Power of Learning

TVO is diversifying our offering, providing Ontarians with free, engaging, educational content on mobile, social, and desktop, in addition to broadcast. Our innovation was recognized this year with international awards and, most importantly, enthusiasm from a growing number of learners of all ages.

In 2017-18, we enhanced the ways we are supporting learning inside and outside the classroom. We completed our full suite of award-winning TVO mPower online math games; completely redesigned our math tutoring service for the 2018 launch of TVO Mathify; began redeveloping our high school courses for the province's new Virtual Learning Environment; and together with our independent production partners, delivered exceptional TVOkids content on television and online that received a record number of Canadian, North American, and international awards and nominations.

This year, TVO expanded how our high-quality, in-depth journalism informs

and engages the people of Ontario. Thanks to the generous support of the Barry and Laurie Green Family Charitable Trust and Goldie Feldman, we created Ontario Hubs in Thunder Bay, London, Kingston, and Sudbury, providing on-the-ground context for the complex issues that matter to people across our province. We reached more people when and where they are by launching a new podcast, increasing livestreaming, and growing the number of journalistic articles read on tv.org. The most-watched channel in Ontario for documentaries during primetime, TVO also helped viewers explore important social, economic, and political issues through thought-provoking TVO Originals.

## Innovating and Growing

Our new long-term strategic plan, Strategic Directions 2.0, builds on the momentum of the past five years to foster more moments of learning in classrooms, living rooms, and communities across the province by harnessing technology to enable human thought, connection, and potential.

As a mission-driven, nimble, and forward-looking organization, we are always looking at new ways to achieve greater impact for the people of Ontario. This year, we grew self-generated revenues through major charitable gifts and developed new international markets for the sale of TVO ILC courses, powering a virtuous cycle that allows TVO to do more for the people of Ontario.

We are finding new ways to work more efficiently to redirect resources to our strategic priorities of journalism and digital learning. This year, we reduced our square footage of office space, which included moving our Master Control services offsite. We also worked with all our employees and reached agreements with our two labour unions, Unifor and CMG, to transition from a single-employer pension plan to one of the largest pension plans in Canada, the Public Service Pension Plan of Ontario. This will deliver long-term savings.

TVO ensures our employees are empowered to deliver in an era of constant change through

formal and informal development opportunities. Whether through our employee-driven Learn@Work month and Lunch & Learns, or our New Product Design Challenge, our team is continuously striving to increase impact for the people we serve.

## For All Ontarians

Driven by our conviction, purpose, and values, the people we serve are the inspiration for everyone at TVO. To the TVO team: thank you for your commitment to creating powerful learning experiences that make a difference in the lives of all Ontarians.

Thank you to TVO's Board of Directors, which this year welcomed Bilal Khan and Thando Hyman, for your insight, expertise, and commitment to TVO. We would also like to thank TVO's Regional Councillors Advisory Board, a dynamic group of committed and engaged volunteers from across Ontario who believe in TVO's purpose and connect us with communities, large and small, in every corner of the province.

Most importantly, thank you to the people of Ontario. The generous support of the Government of Ontario, our corporate sponsors and foundations, and our more than 31,400 individual donors are what allow TVO to help build a better world through the power of learning.

Sincerely,



**Peter O'Brian**  
Chair of the Board of Directors



**Lisa de Wilde, C.M.**  
Chief Executive Officer

# Year-in-Review

TVO exists to ignite the potential of everyone in Ontario through the power of learning. Here are some of the ways we made an impact for Ontarians in 2017-18.

# 145M

moments of learning

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More than 145 million moments of learning sparked by TVO's unique portfolio of digital learning and journalism products and services

# 1¢

per day per Ontarian

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Government funding equivalent to a penny per day per Ontarian





**1.2M**  
articles read  
on TVO.org

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Ontarians read more than 1.2 million [articles](#) on [tvo.org](#)

**9.5M**  
Ontarians  
watch TVO

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More than 9.5 million Ontarians watched [TVO content](#)

**#1**  
ranking for  
documentaries

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The most-watched TV channel in Ontario for [documentaries](#) during primetime

**1.3M**  
math games  
played

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Ontario K-6 students played more than 1.3 million [TVO mPower](#) math games

**19K**  
Ontario students  
enrolled

---

More than 19,400 Ontario students enrolled in [TVO ILC](#), Ontario's largest online high school

**152K**  
math questions  
answered

---

More than 152,200 math questions answered through [TVO's free online math tutoring service](#) for Ontario students in grades 7-10

**10.5K**  
Ontario educators  
connected

---

More than 10,500 Ontario educators collaborated on [TVO TeachOntario](#), an online community for student achievement

**1.1M**  
Ontario children  
watched TVOkids

---

More than 1.1 million Ontario children ages 2 to 11 watched [TVOkids](#) programming

**31K**  
Ontarians  
donated to TVO

---

More than 31,400 Ontarians made [philanthropic donations](#) to TVO

# Digital Learning

TVO ignites the potential in learners of all ages through digital learning products and services rooted in the Ontario curriculum.

For generations, TVO has used the power of technology to ignite potential in Ontarians of all ages. Now, as digital technology fundamentally changes the skills we need to thrive, TVO is leveraging our unique expertise at the intersection of the Ontario curriculum, evidence-based pedagogy, and digital media to deliver powerful learning experiences.

Inside the classroom, at home, and any place in between, TVO products and services support learning. From children curious about the world around them to adults seeking to earn high school credits to follow their chosen career path, TVO provides accessible,

quality learning for Ontarians from across the province.

Ontario's new Virtual Learning Environment (VLE) will provide a seamless experience for our ILC learners and one trusted platform where Ontario students can gain access to TVO's digital products and content inside the classroom. Not only will a wide range of TVO content be available on the VLE, TVO has been redesigning our ILC courses to be interactive and engaging, equipping the learners of today for success tomorrow.

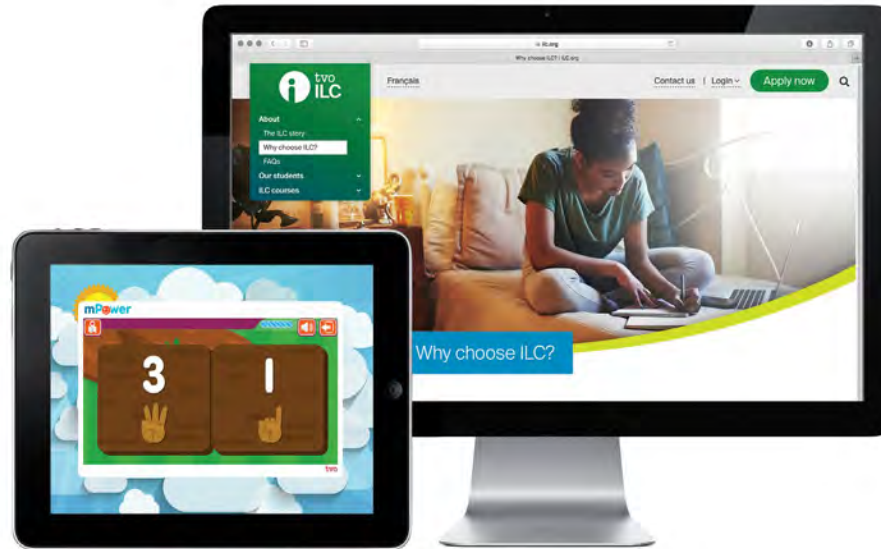
“I chose mPower for my class because it’s made by TVO. I can honestly say it’s changed the way my kids look at math, and it’s changed the way I teach math. It’s curriculum-based, it’s safe for the kids, and it can reach kids that are very advanced in their knowledge, and it can reach those kids that are struggling.”

Jonathan,  
Kindergarten  
Teacher



“ILC has helped me  
the confidence I have  
always wanted and  
accomplished my d

**TVO ILC student**



## **TVO mPower**

Recognized this year with an International Serious Play Award, [TVO mPower](#) free creative online games help develop foundational K–6 math and STEM skills while fostering positive attitudes towards math. Children played more than 1.3 million mPower games in 2017-18, and the games are used in every school district across the province. This year TVO completed the full suite of mPower games to support learning of priority math concepts in K–6, and is expanding mPower from the classroom to home use in summer 2018.

## **TVO ILC**

Since 1926, learners from all walks of life have relied on the ILC to earn credits towards their Ontario Secondary School Diploma, empowering them to realize their personal, career, and life goals. Ontario’s designated provider of distance education, [TVO ILC](#) is the largest online high school in the province, providing self-directed learning to more than 19,400 Ontario students. TVO is redesigning ILC courses, leveraging advances in technology to offer more powerful learning experiences.

## **TVO TeachOntario**

With more than 10,500 registered users from across Ontario, [TVO TeachOntario](#) is an innovative online community where educators communicate, collaborate on new ideas, and share best practices to support stronger student achievement in the classroom and in the community. Hot topics this year included coding, learning spaces, self-regulation, robotics, and design thinking.

## **TVO HomeworkHelp**

TVO HomeworkHelp offers students in grades 7-10 free one-on-one online math tutoring with an Ontario Certified Teacher, as well as online math resources to support learning. In 2017-18, TVO HomeworkHelp tutors supported students with 152,200 math problems. TVO is completing a comprehensive redesign of TVO HomeworkHelp; launching in summer 2018, [TVO Mathify](#) will provide a seamless school-to-home learning experience with a practical, interactive classroom tool and live, one-on-one, online after-school math tutoring.



**Left:** TVOkids hosts Melissa, Daniel, and Lucas engage school-age kids on *The Space* with interactive and educational experiences.

**Above:** Sabrina sharing her act of kindness during the *My Kindness Matters* campaign.

## TVOkids

Recognized this year by Kidscreen as one of the top 10 kids' broadcasters in the world, [TVOkids](#) offers award-winning, advertising-free children's programming and online content that helps set children up for early success in school and life.

Award-winning TVOkids programs like *Tee and Mo*, *Paw Patrol*, *Dino Dana*, *Odd Squad*, *Giver*, *Annedroids*, and *Science Max* can be watched on TV seven days a week from 6am to 7pm or on demand anytime on [TVOkids.com](#) and on the TVOkids YouTube channels. In 2017-18, TVOkids and its independent production partners were recognized with five Daytime Emmy Awards, seven Canadian Screen Awards, three Youth Media Alliance Awards of Excellence, and a 2018 Kidscreen Award nomination for Best Channel Website.

## TVOK News

A new collaboration between TVOkids and *The Agenda with Steve Paikin*, [TVOK News](#) helps young viewers understand the world around them. Topics covered this year included the Humbolt Broncos, discoveries of new species, Stephen Hawking, the Kilauea Volcano eruption, and the Ontario/Quebec wind storms.

## This is My Family

This TVOkids Original series highlights the extraordinary relationship between siblings when one has special needs. [This is My Family](#) was nominated for Best Children's Non-Fiction Award at the 2018 Canadian Screen Awards.

## My Kindness Matters

During the [My Kindness Matters](#) campaign, kids shared more than 9,000 stories of how they helped others. Featuring a different kindness monster each month, the campaign encouraged kids to share their acts of kindness on *The Space*, [TVOkids.com](#), and through community-based events like the TVOkids Book Tour supported by TD.

# Citizen Engagement

TVO's high-quality, in-depth journalism and thought-provoking documentaries inform and engage the people of Ontario.

TVO's in-depth current affairs and thought-provoking documentaries provide powerful moments of learning that ignite potential by building understanding and engagement in the world.

At a time when local media is shrinking, TVO is delivering journalism that brings context through an Ontario lens for communities from across the province. Building from a legacy of high-quality journalism, we provide balanced Ontario perspectives on the most-watched all-current affairs show in Ontario, *The Agenda with Steve*

*Paikin*, and through articles, analysis, and videos on broadcast, social media, podcasts, and [tvo.org](http://tvo.org).

TVO Originals are documentaries that take you for a walk in someone else's shoes, helping Ontarians to explore, discover, and understand more about the world around them. Ontario is one of the most diverse places on earth, and through a range of perspectives, we harness the power of this amazing province to expand horizons and stimulate learning.

Steve Paikin and Nam Kiwanuka are hosts of *The Agenda*, Ontario's most-watched all-current affairs program.



**“Ontario Hubs bring important issues in Northwestern Ontario to the rest of the province. The media coverage of my community, Thunder Bay, and other communities in the area is so much better and much more analytical through the Ontario Hubs than through other media. Ontario Hubs is a breath of fresh air and helps put Northwestern Ontario, which has a geographical area the size of France, on the provincial map.”**

**Lesley Bell,**  
TVO Regional  
Councillor,  
Thunder Bay



**Left:** Ontario Hubs journalists Jon Thompson (Thunder Bay), Claude Sharma (Sudbury), Mary Baxter (London), and David Rockne Corrigan (Kingston) are expanding TVO's balanced, in-depth analysis to different regions of the province.

## Current Affairs

Whether on television, on social media, or through in-depth analysis on [tvo.org](http://tvo.org), TVO delivers engaging and inspiring journalism that Ontarians cannot get anywhere else.

TVO journalists were recognized with numerous accolades this year, including a nomination for the APTN Reconciliation Award from the Canadian Association of Journalists for Jon Thompson, the Afroglobal Excellence Media Award for Nam Kiwanuka, a Radio Television Digital News Association Award for John Michael McGrath, and a nomination for Best Host or Interviewer in a News or Information Program or Series from the Canadian Screen Awards for Steve Paikin.

## The Agenda

*The Agenda with Steve Paikin* provides more than 500 Ontario-perspective discussions every year that can be watched on television five nights a week or streamed on demand at [tvo.org](http://tvo.org), on Twitter, and on Facebook.

*The Agenda in the Summer* with Nam Kiwanuka provides in-depth discussions on thought-provoking topics, with guests ranging from authors to filmmakers to storytellers, which are combined with related articles on [tvo.org](http://tvo.org).

TVO's newest podcast, *The Agenda on Politics* hosted by John Michael McGrath, examines key issues important to communities across the province. *The Agenda on Politics*, as well as a podcast version of *The Agenda with Steve Paikin*, are available on multiple platforms including iTunes, Google Play, and through Amazon Alexa.

## Ontario Hubs

Ontario Hubs launched across the province in 2017-18 thanks to one of the largest philanthropic gifts to journalism in Canadian history, a transformative \$2 million donation from Goldie Feldman and the Barry and Laurie Green Family Charitable Trust. Ontario Hubs journalists are on the ground in Thunder Bay, London, Kingston, and Sudbury, joined by a field reporter travelling the province, adding relevant local context to complex issues that matter to our communities and our province. In addition to seeing Ontario Hubs content regularly featured on *The Agenda with Steve Paikin*, Ontarians read more than 160,000 Ontario Hubs articles on [tvo.org](http://tvo.org) in the nine months after launch. Through Ontario Hubs, TVO has built new partnerships and internship programs with Confederation College in Thunder Bay, Western University in London, Queen's University in Kingston, and Laurentian University in Sudbury.

"The [Ontario Hubs] model presents an approach that could be replicated in underserved parts of the US, where the loss of local-news reporting is at a crisis point as newspapers close and remaining outlets orchestrate round after round of layoffs."

**Karen K. Ho**, *Columbia Journalism Review*





**Above:** Canadian filmmaker Attiya Khan and ex-boyfriend Steve, pictured during their teenage years, appear in the TVO Original documentary *A Better Man*.



## TVO Originals

[TVO Originals](#) are thought-provoking documentaries and documentary series that explore social, political, and current affairs issues that matter through a diverse range of perspectives and storytelling styles. Viewers can choose from hundreds of free documentaries on demand online at [tvo.org](http://tvo.org).

In 2017–18, TVO and its independent production partners were recognized with two Gold Medals at the New York Festival's World's Best TV & Film Awards, the Award of Excellence at the IndieFEST Film Awards, and the CWA Canada / CAJ Award for Labour Reporting from the Canadian Association of Journalists.

### Political Blind Date

TVO Original *Political Blind Date* brings politicians with different points of view together to explore social, economic, and political topics. The politicians featured in this program get outside of their comfort zones to explore a range of perspectives on the big issues of the day.

**"This inspired series is supersmart reality TV."**

**John Doyle,**  
Television Critic, *The Globe and Mail*

### A Better Man

TVO Original *A Better Man* offers a fresh and unique perspective on the causes and consequences of domestic abuse. *A Better Man* is accompanied by a comprehensive online space that shifts the conversation by including the perspectives of men who have taken responsibility for their actions.

**"A social achievement... a remarkable film."**

**Kate Taylor,** Lead Film Critic,  
*The Globe and Mail*

### There is a House Here

TVO Original *There is a House Here* is a feature-length documentary directed by award-winning filmmaker Alan Zweig, who travels to Nunavut to learn from its citizens and explore their culture, guided by singer-songwriter Tatanniq Idlout.

**"... all too often when we try to tell our own story, people don't want to hear it. And sometimes you need a friend to help get that story to a different audience so that they can actually listen."**

**Tatanniq (Lucie) Idlout,**  
Associate Producer, *There is a House Here*



# Best People and Operational Excellence

TVO empowers our people to innovate in order to create powerful learning experiences that make a difference for all Ontarians.

By empowering our employees to weave learning into everything we do, our team is able to thrive in a rapidly evolving sector.

Driven by the shared desire to do great things for the people of Ontario, the TVO team includes a unique mix of educators, journalists, designers, specialists, and professionals focused on living our values of excellence and innovation, ownership, collaboration, trust, and respect.

TVO leverages technology to meet the needs of Ontarians and deliver the best possible experience for the people we serve. This means continuously looking for ways to work more efficiently, whether by creating the space for innovation or by collaborating with other experts from purpose-driven organizations in Ontario and around the world.

*“The Agenda was a journalistic model often cited during my time studying journalism at Ryerson. It’s amazing to be on the other side and working with some of the most respected journalists in the industry. Thanks to the Ontario Hubs project, we are putting a spotlight on untold stories and uncovering new ones. Knowing I have the ability to give people that voice really makes it worth it.”*

Jeyan Jeganathan,  
Host & Field  
Producer,  
*The Agenda*



Behind the scenes  
with Jeyan Jeganathan  
on the set of *The Agenda*



“In 2017, at the cusp of a new strategic plan, we opened up our product strategy to everyone in the organization. We bet that bringing people together would foster innovation and lead to greater impact for the people of Ontario. Thanks to harnessing the spirit, smarts, and creativity of our team, we have the genesis of a great new product.”

**Cara**, Product Development,  
2018 TVO Pass Around Award Winner

**Left:** New Product Design Challenge

## New Product Design Challenge

Held this year for the first time, the New Product Design Challenge creates a unique space for focused innovation. In less than two weeks, hundreds of ideas were strategically narrowed down to 11 pitches that teams presented to a panel of internal judges. The challenge led to innovative ideas for learning and journalism products, one of which will be explored further as a prototype in the coming year.

## Employee Recognition

TVO recognizes the dedication and contributions of our employees through everything from thank-you notes and peer shout-outs on our intranet to formal appreciation. Held as part of an All-TVO meeting, the annual Spotlight Awards recognize outstanding employees and teams who live our values of excellence and innovation, collaboration, ownership, respect and trust while accomplishing significant achievements that make a difference for Ontario. TVO also celebrates employees who have hit anniversary milestones with the Service Awards.

## Culture of Lifelong Learning

At TVO, learning is ingrained in everything we do. Employees are encouraged to never stop learning, whether by hosting or attending a Lunch & Learn during the year, taking a Lynda.com course, or immersing themselves in workplace learning opportunities such as job shadowing and coaching circles.

## Learn@Work Month

TVO celebrates our belief in creating a better world through the power of learning during a full month of employee-driven learning and development opportunities. A variety of learning experiences range from interactive employee-led Lunch & Learns to informative free webinars.

“The mPower art team looks for novel ways to innovate....By year’s end, we’ll have studied over 50 varied and unique artists, expanding our creative toolboxes and artistic alphabets, [developing] a deep pool of reference to draw from as we continue along the path of making great games for kids.”

**Jody**, TVOkids Online, in an intranet blog post on how he motivated his team to learn



“Here at TVO, learning is rooted in everything we do.”

**Christina**, Communications, 2018 TVO Super Citizen Award Winner



**Above:** Playtesting paper prototypes of mPower math games with students

**Left:** Taking a group selfie at a Lunch & Learn during Learn@Work month

## Community Partnerships

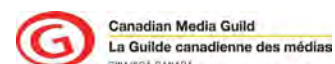
By working together with our network of partners, we are able to achieve greater impact for the people of Ontario. In 2017-18, we worked with a range of partners including:

- 72 school districts and 10 school authorities across Ontario
- Ontario School Library Association
- Hot Docs
- Perimeter Institute
- Ontario Brain Institute
- Munk Centre
- Twitter Canada
- Informed Opinions
- Holland Bloorview Kids Rehabilitation Hospital

## Thought Leadership

As experts in their fields, TVO leaders are regularly invited to share insights that advance the field, including this year at Kidscreen, the Canadian EdTech Leadership Summit, the Ontario Public School Boards’ Association, the Maytree Foundation, and Rotman School of Management. In 2017-18, TVO’s thought leadership was also recognized through a profile of CEO Lisa de Wilde in *Canada 150 Women: Conversations with Leaders, Champions, and Luminaries*, and in an Ivey Business School case study on our transformation to a modern public service agency with the nimbleness of the best digital organizations.

Approximately 72.5% of TVO’s team are members of Unifor or the Canadian Media Guild.



# Financial Sustainability

TVO delivers ever-greater impact for Ontarians through wise stewardship of funding and growing self-generated revenues.

Through prudent stewardship of public funds and a focus on generating revenues, TVO builds a better world through the power of learning. Every year, TVO finds new savings to offset inflationary pressures while building new capacity for our strategic priorities.

In addition to funding from the Government of Ontario, TVO funds its journalism and digital learning products thanks to the support of more than 31,400 generous donors, along with

corporate sponsors and foundations. TVO also earns revenues from rental fees paid by other organizations that use our transmitter towers and from the sale in international markets of TVO ILC high school courses.

Raising self-generated revenues enables a virtuous cycle: all funds raised support digital learning and current affairs journalism for the benefit of Ontarians.

**“We are supporting TVO’s ILC to help unleash the full potential of a new generation of learners by meeting their unique needs and ways of learning and helping to launch the future for our youth. Not everyone can pursue a high school education in a traditional setting. TVO’s ILC makes it possible for students to learn where they want, what they want, and how they want. TVO is committed to leveling the playing field for all Ontarians to achieve higher education.”**

**Emelia Horn,**  
Regional Manager,  
Citizenship & Social Impact,  
RBC Future Launch, which  
in 2017 generously provided  
TVO the first six-figure gift  
for TVO ILC





TVOkids host Daniel reading to children at a stop on the TVOkids Book Tour supported by TD.

“TVO is quite simply the most interesting and entertaining channel of all the ~675 available to us. The infinite variety of relevant documentaries awakens the imagination, and the children’s programming is exceptional. *The Agenda with Steve Paikin* provides an unparalleled variety of topical current-event coverage unavailable anywhere else in North America.”

**David**, TVO Donor for 31 years

## A Registered Charity

Motivated by the belief that learning has the power to change lives and change the world, in 2017-18 more than 31,400 donors supported TVO to make a positive difference. [Through donations big and small](#), TVO’s loyal and committed donors are invested in helping our communities through the power of learning.

## Transformational Gifts

Transformational donations have helped to change lives through important initiatives that would not otherwise exist. A \$2 million gift from the Barry and Laurie Green Family Charitable Trust and Goldie Feldman allowed TVO to establish a network of on-the-ground journalists across Ontario this year, creating new coverage from underrepresented regions at a time when local media is shrinking. By May 2018, TVO raised an additional \$300,000 for Ontario Hubs, matched by The Barry and Laurie Green Family Charitable Trust.



## TVO Gala

An inspiring celebration, the annual TVO Gala raises funds to support powerful learning experiences for Ontarians. In 2017, TVO Gala presented by Enercare marked the expansion of TVO's current affairs with the launch of Ontario Hubs.

## Corporate Sponsorship Revenues

Thanks to the support of like-minded organizations that believe in TVO's purpose, we generate revenues to fund TVO's digital products and services. These partnerships also allow TVO and our corporate partners to leverage each other's networks to make a difference.

For example, for eleven years TD Bank Group has been TVO's partner in Children's Literacy, which has included generously supporting the TVOkids Book Tour for the past five years, inspiring a love of reading in children in communities all across Ontario. The Ontario Association of Optometrists teamed up with TVO this year to promote eye health in children. Also this year, TVO celebrated 10 years of support from Chartered Professional Accountants of Ontario, a founding sponsor of *The Agenda with Steve Paikin*.

Corporate sponsors:

- 3M Canada
- Carter's OshKosh
- Chartered Professional Accountants of Ontario
- Downtown Yonge BIA
- Independent Electricity System Operator
- Infrastructure, Health & Safety Association
- The Wild Kratts Team and their partners at Innovation Arts & Entertainment
- Kidde Canada
- MasterBUILT
- Mirvish Productions
- Ontario English Catholic Teachers' Association
- Ontario Telemedicine Network
- PHD Canada
- RBC Foundation
- Shaw Festival
- TD Bank Group
- The Royal Agricultural Winter Fair
- 5 anonymous corporate sponsors

## ILC International Course Sales

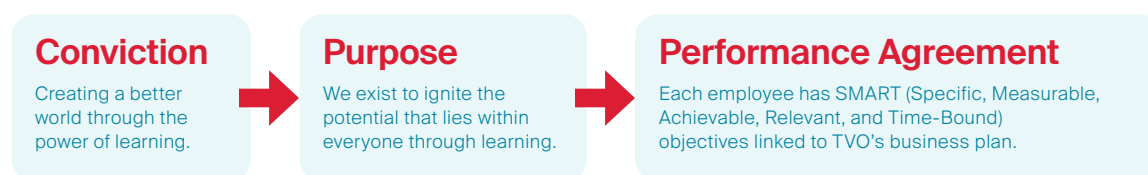
In addition to offering high school credit courses to Ontario students since 1926, TVO ILC has offered these courses to students outside of the province for decades. TVO grew revenues from international course sales in 2017-18 by partnering with organizations to offer our high-quality courses to students, including the first cohort from China. These revenues are used to fund programs and services for Ontarians. All marking and assessment for international students, as with domestic students, is done by Ontario Certified Teachers across the province.

## Prudent Stewardship

Every year, TVO finds savings to offset inflationary pressures and to build new capacity for strategic priorities. This year, TVO transferred its single-employer pension plan to the Ontario Public Service Pension Plan (PSPP), delivering long-term savings for the organization. TVO also generated long-term savings on rent by vacating half a floor of office space in 2017-18, in part by moving our Master Control services offsite.

# Performance and Financial Summary

TVO uses a Performance Agreement process to set annual targets and measure performance. Each year, we start with our conviction and purpose, and then use our Strategic Directions to identify measurable objectives in all areas of our operations. We start by setting these at the TVO-wide level, and then cascade them so that every employee can see how they contribute to the TVO goals. This ensures all employees are focused on measurable impacts and have a clear role in the success of TVO's business plans.



In 2017-18, we successfully delivered on the TVO Performance Agreement approved by the TVO Board of Directors. Some of the highlights included:

- ✓ Exceeded the objective for number of users of our digital learning products, with more than 248,551 registered users of TVO mPower, TVO ILC, TVO HomeworkHelp, and TVO TeachOntario
- ✓ Exceeded the objective to increase weekly consumption of online journalism, with more than 1.2 million articles read on tv.org, an increase of 54% over the previous year
- ✓ Exceeded the objective of maintaining the average combined weekly video minutes watched for TVOkids and current affairs content across TVO, web, and social media
- ✓ Delivered 100% of key strategic projects on time, on budget, and within scope, including completing the line-up of TVO mPower math games, launching Ontario Hubs, and preparing for the new Virtual Learning Environment
- ✓ Exceeded the target for nationally-recognized awards, with a total of 101 finalists or wins for TVO and its independent production partners
- ✓ Substantially achieved ambitious self-generated revenue targets, including through Philanthropy and Sponsorship revenues and ILC international course sales

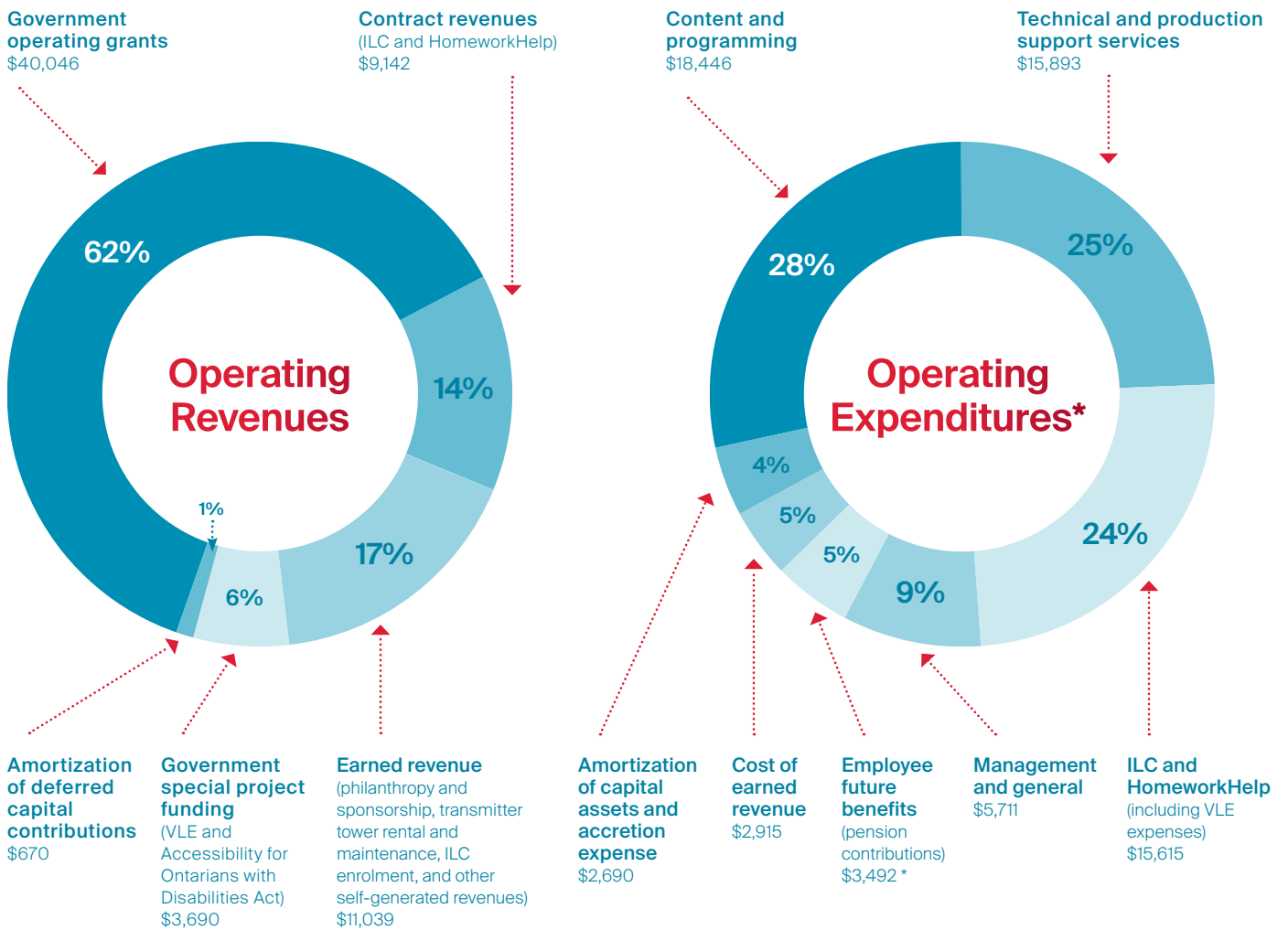
# Financial Summary

TVO pursues earned revenues and finds new savings each year so that we can invest in products and services for Ontarians while covering contractual cost increases. This year's operating revenues reflect stable core government grants and contracts, dedicated Virtual Learning Environment (VLE) special project funding, and increased earned revenues, including from individual and corporate

donations and sponsorships, and the sale of ILC high school courses in international markets. Efficiencies such as reduced office space and the move of Master Control offsite delivered back-office savings this year. The operating expenses show TVO's increased investment in strategic priorities such as the conversion of courses for the new VLE and relatively stable content and programming expenditures.

## Highlights from TVO's Audited Financial Statements

All figures in C\$000s



\* Note: The \$3,492 ongoing expenditure for Employee Future Benefits (Pension) has been offset by a one-time gain of \$5,955 in 2018.

# Donor Thank You

In 2017-18, over 31,400 generous Ontarians made donations to TVO. Families, foundations, and corporations also gave generously. We are grateful for every contribution.

## Leadership Giving Circle

### Platinum \$25,000–\$99,999

Anonymous (1)  
Barbara Bloomer  
Barry & Laurie Green  
Stephen Smith & Diane Blake

### Gold \$15,000–\$24,999

Enercare  
Greenwin Inc.  
Kathryn Kennedy  
National Bank Financial

### Silver \$5,000–\$14,999

Anonymous (5)  
Accenture Inc.  
Aqueduct Foundation - John & Sheila Price Family Fund  
William Armour  
William E. Barnett  
Isabel Bassett, former Chair & CEO of TVOntario  
Bhalla Fund at Toronto Foundation  
Birch Hill Equity Partners  
Dr. Sandra Booth  
Paul Brehl & Ann Lawson-Brehl  
Cresswell Advisors Inc.  
The Dalglish Family Foundation  
Desjardins Securities  
Lisa & Jim de Wilde  
Henry A. Gibbs  
Greenfield Global  
The William & Nona Heaslip Foundation  
David & Mariella Holmes  
Peter B. Hyde  
The Ide Family  
The Norman & Margaret Jewison Charitable Foundation  
Patrick & Barbara Keenan Foundation  
Jill Kitchen  
Mona Levenstein  
The McLean Foundation  
Trina McQueen  
Peter O'Brian, Chair of the Board of Directors, TVO  
Oxford Properties Group  
Pace Family Foundation  
Edward & Elizabeth Richardson  
Scotiabank  
Sears Family  
TD Securities Inc.  
Jane M. Wilson

Yacht Family Foundation  
Alvin Yee & May Chow

### Bronze \$1,000–\$4,999

Anonymous (48)  
Joy & Tony Abbott  
Aird & Berlis LLP  
Cindi Alexander  
Michael C. Allen  
Betty Anderson  
Muriel E. Anderson  
Monica R. Armour  
Robert & Wendy Atkinson  
Kenneth Batt  
G. F. Beck  
Jeanne Bergevin-Vollebekk  
Joan Besen  
Erika Biro  
Maureen Blair-Leighton  
John W. Bond  
Edward & Joan Boswell  
Sandra Boswell  
Mr. Reg Bronskill & Ms. Helen Findlay  
Steven Brouse  
Campbell Brown  
Phyllis & James Brown Family Fund  
Thomas Bunker  
Bruce & Edda Burchart  
John Burn  
Francisco Callejon  
Canadian Development Marketing Corporation  
E. A. Carruthers  
Paul Caston  
Mr. M. A. J. Catford  
Stephen Chan  
John Chittick  
David & Valerie Christie  
Carolyn Clement  
Barbara & Paul Clifford  
Gisele Cline  
John M. Connolly  
Frank Convery  
Barb & Cody Cooper  
Chris & Susan Corbin  
Frances & Robert Crandall  
Joan Crowe  
George & Wendy Cuthbert  
Peter Dale  
Charlotte Danard & Don Plewes  
Lisa & Jim de Wilde

Bev Dekay  
Kiki & Ian Delaney  
Nermine Elgammal  
E. Louise Estwick  
Margaret Fanjoy  
Evelyn Felstead  
Russell Finch  
Rita D. Fjarlie  
Forest City Storage  
Ann E. Foster  
Mike Garbutt  
Regina Gardonio  
Zeena George  
Harold Giles  
Bruce D. Gill  
Risa Gluskin  
Sara Goldvine  
Philip Gosling  
Carol Graham  
Suzanne Graham  
Dorothy Grasett  
Grant Thornton LLP  
The Betty & Joe Gray Family Foundation  
Frank & Leigh Greaves  
Andrew Green  
Shirley Greenberg  
Elizabeth Greville  
Lorne Griffith in memory of Mrs. Rachile Griffith  
Anita Grunau  
Davee Gunn  
James R. Guy  
Anne & Teunis Haalboom  
Wolfgang Hagenhofer  
Hugh Halliday  
Lynn Hardy  
John M. Harrington  
Vic & Marion Hepburn  
Hicks Morley Hamilton  
Stewart Storie LLP  
High Rock Capital Management Inc.  
Mrs. Jane G. Hill  
April & Norbert Hoeller  
Malcolm Hurrell  
Gayle Hyatt  
Lesley Ingraham  
Rosamond Ivey  
Jackman Foundation  
Emily Jarratt  
Basia & Isaac Jesin  
Judith Teller Foundation

Diane Kelly  
Audrey Kenney  
Diane King  
Malcolm King  
The Henry White Kinnear Foundation  
W.C. Kitchen Family Foundation  
The Kitchener & Waterloo Community Foundation  
Hughrairie Fund  
Baird Knechtel  
S. Jean Koetsier-Adams  
Nancy Lang  
R & M Lang Foundation  
Spencer Lanthier & Diana Bennett  
Carole Lawn  
Leslie & Sandra Lawrence  
Wendy Lawson  
Beverley A. Leaman  
Nancy Leclerc  
Yvette Leget  
Michael P. Leo  
Frank Leverett  
Susan G. Levesque  
John M. Lindley  
Goodith Heeney & Bruce Lister  
Ken & Helen Lister  
Geraldine Lloyd  
Sylvia Lowry  
Sandi MacCulloch  
June Macdonald  
Ann Mackenzie  
Michael Mackenzie  
Judith Magney  
Michael Marchand  
Kerry Marshall  
Joseph E. Martin  
Robin P. McComb  
Garnet McDiarmid  
Elizabeth McDonald  
Joan McGeachy  
Lesley McIver  
Jacqueline & Keith McKay  
McMillan Vantage Policy Group  
Don McMurtry  
Helen McNeely  
Michael & Kelly Meighen  
The Merryweather Fund  
Barbara Millar  
Doug & Sandra Moffatt  
David G. Moore  
Helen Moore  
Alice J. Morgan

## Leadership Giving Circle *(continued)*

Margaret Morison  
William Motz  
Frances Mowbray  
Melba Munholland  
P & P Murray Foundation  
N.A. Taylor Foundation  
W. Danial Newton  
Alain & Nicole Normand  
NVOF  
Ontario Home Builders' Association  
Ontario Secondary School Teachers' Federation  
OPG Employees' & Pensioners' Charity Trust  
Peter O'Brian, Chair of the Board of Directors, TVO  
Marnie & Larry Paikin  
J. E. Panneton Family Foundation  
Gerald Parowinchak  
Bruce Perry  
Ruth Pincoe  
Sandra & Jim Pitblado  
Jo-Anne Poirier & Dave Darch  
Joan Porter  
John C. Power  
Charles Price  
Hugh L. Prichard  
Cecelia Quarrington  
Pauline Ramsey & Marcel Joyal Foundation  
Elinor Ratcliffe, C.M., O.N.L., LLD(hc)  
Nancy Richards  
Timothy Roebuck  
Kathryn Rumbold

Geoff Rytell  
Den Shannon  
Heather Sheehan  
Sinking Ship Entertainment  
Anne Smith  
Peter Etril Snyder  
Nancy Sprott  
Kendall Tancock  
TELUS  
Wally Teska  
The Wesley Nicol Foundation  
Jennifer Tory  
Torys LLP  
Nicky Trudell  
John Udd  
Elvira Vali  
Richard & Jean Van Loon  
Richard & Mary Ellen Walker  
William Wassenaar  
J. Watson  
John Webster  
Susan Wilmot  
Tai Fu Wong-Larose  
Patricia Wood  
E. Gail Worth  
XMC | Sponsorship Canada  
Tedd Zurbrigg

## In-Kind Sponsors

Barry & Laurie Green  
Canadian Film Centre  
Doc Institute  
Empire Customs  
Loding Shoes & Shirts  
William F. White International Inc.  
Via Rail Canada

## Ontario Hubs Leadership Donors

**Leadership \$100,000+**  
The Barry & Laurie Green Family Charitable Trust  
Goldie Feldman  
David Green

**Platinum \$25,000–\$99,998**  
Green Sanderson Family Foundation  
Stephen Smith & Diane Blake  
Pace Family Foundation

**Gold \$15,000–\$24,998**  
Francine & Robert Barrett Fund at Toronto Foundation  
Lynn Hardy

**Silver \$5,000–\$14,998**  
William E. Barnett  
Grade Laura Daw  
Jane M. Wilson

**Bronze \$1,000–\$4,998**  
Anonymous (1)  
George & Wendy Cuthbert  
John & Judith Grant  
Anne & Teunis Haalboom  
April & Norbert Hoeller  
Mildred Jackson  
Malcolm King  
Mona Levenstein  
Nancy Leclerc  
Ken & Helen Lister  
Joan McGeachy  
Marnie & Larry Paikin  
Elvira Vali  
Kathy Vey

## The Honourable William G. Davis Legacy of Learning Circle

Anonymous (5)  
The Estate of Barbara M. Adams  
The Estate of Louise Lawrie Arnott  
The Estate of Florence Margaret Bendig  
The Estate of Nellie Berkes-Szucs  
The Estate of Alexandra Brody  
The Estate of Ian Alfred Brookes  
The Estate of Katherine Bruechle  
The Estate of Peter Burke  
The Estate of Anna Dorothy Clapp  
The Estate of Vera D. Denty  
The Estate of Carl Durst  
The Estate of Frances Eastman  
The Estate of Patricia C. Ellison  
The Estate of Colin J. Everett  
The Estate of Barbara Ford  
The Estate of Stanley Gold  
Norman & Helen Hain  
William Harkins  
In memory of John & Dorothy Martin  
The Estate of Rosalie K. Mccreadie

Don & Ann Mills  
Donald Morrison  
The Estate of Ernest Munroe  
The Estate of Yvonne Natalie Ogg  
The Estate of Arthur I. Parker  
The Estate of Emily M. Pinfold  
The Estate of Winifred Potter  
The Estate of Donald Williamson Pounder  
The Estate of Cynthia Mary Robertson  
The Estate of Margaret Sampson  
The Estate of Sidney Samuels  
The Estate of Ralph Scotten  
The Estate of Katharine P. Symons  
The Estate of Sharon Lynn Thibodeau  
The Estate of Roy Edwin Waters  
The Estate of Ruth Ward  
The Estate of John Gilbert West  
The Estate of Robert Willmott  
The Estate of Kenneth Albert Wiltshire  
The Estate of Marion Wolstein

# Leadership Team

## Board of Directors

TVO's Board of Directors governs the activities of the organization's executive team while ensuring value for all Ontarians.

### Peter O'Brian

Chair of the Board; Member, Governance Committee and Audit Committee  
Independent Pictures Inc. (Toronto)  
Term: Nov 1, 2005 – Oct 31, 2018

### Trina McQueen

Vice-Chair of the Board; Member, Audit Committee  
Adjunct Professor, Arts and Media, Schulich School of Business, York University (Toronto)  
Term: May 31, 2016 – May 30, 2019

### Ginny Dybenko

Member, Governance Committee  
Retired Executive Director, University of Waterloo Stratford Campus (New Hamburg/Waterloo)  
Term: Dec 9, 2015 – Dec 8, 2018

### Thando Hyman

Member, Governance Committee  
Educator and Principal, Toronto District School Board (Scarborough)  
Term: Oct 18, 2017 – Oct 17, 2020

### Bilal Khan

Member, Audit Committee  
Technology and Innovation Business Leader (Toronto)  
Term: Apr 26, 2017 – Apr 25, 2020

### Jim Marchbank

Chair, Governance Committee  
Retired, former CEO, Science North (Sudbury)  
Term: May 30, 2012 – Dec 31, 2018

### Kristin Morch, LLB

Member, Audit Committee  
Co-founder and trustee of The Pace Family Foundation (Toronto)  
Term: Jun 19, 2013 – Jun 18, 2019

### Geetu Pathak

Member, Audit Committee Business Executive (Toronto)  
Term: May 3, 2010 – May 2, 2017

### Jo-Anne Poirier

Member, Governance Committee  
President and CEO, Victorian Order of Nurses (Ottawa)  
Term: Mar 22, 2017 – Mar 21, 2020

### Mark Wakefield, CPA, CA

Chair, Audit Committee  
Financial Consultant (Markham)  
Term: Jun 19, 2013 – Jun 18, 2019

The total honorarium paid to the Board in 2017-18 was \$27,300. This amount is based on levels of remuneration set by the Lieutenant Governor in Council.

## Executive Team (as of March 31, 2018)

TVO's executive team leads the organization in delivering excellence in all that we do.

### **Lisa de Wilde, C.M.**

Chief Executive Officer

### **Paul Dancy**

Vice President,  
Finance & Corporate Services

### **Gerard Doyle**

Vice President, Product,  
Revenue & Marketing

### **John Ferri**

Vice President,  
Current Affairs & Documentaries

### **Dr. Karen Grose**

Vice President, Digital Learning

### **Jennifer Hinshelwood**

Vice President, People & Culture

### **Erika Kramer**

Vice President, Operations

### **Todd Slivinskas**

Chief Technology Officer

## Regional Councillors Advisory Board (April 1, 2017 – March 31, 2018)

TVO's volunteer advisory board includes people from 23 communities across Ontario who provide valued input and feedback, and contribute to the organization's outreach efforts.

**Steve Andrusiak** (London)

**Maureen Asselin** (Oakville)

**Lesley Bell** (Thunder Bay)

**Deborah Blair** (North York)

**Jorge Campos** (Willowdale)

**Craig Cook** (Hamilton)

**Marcia Cunningham** (Toronto)

**Tony Gaspar** (Manitouwadge)

**Colette Grant** (Rockland)

**John Gregory** (Toronto)

**Lori Guillemette** (Dunchurch)

**Sona Khanna** (Oakville)

**Alanna King** (Elora)

**Alyssa Lai** (Hamilton)

**Janis Lamothe** (Manitouwadge)

**Rick McCutcheon** (Little Current)

**Kris Meawasige** (Ottawa)

**Lise Moore Asselin** (Mattawa)

**Melanie Mulcaster** (Oakville)

**Tamara Needham** (Marathon)

**Upali Obeyesekere** (Toronto)

**Kim Pirie Milko** (Kenora)

**Trevor Pross** (Belleville)

**Ruth Reyno** (Madoc)

**Colleen Rose** (Red Rock)

**Christopher Rous** (Sault Ste. Marie)

**Margaret Sedgwick** (Fort Frances)

**Marc St. Germain** (Ottawa)

**John Storm** (St. Catharines)

**Paul Toffanello** (Kanata)

**Greg York** (Toronto)

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Charitable Registration Number: 85985 0232 RR0001  
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